

Improve the Security of Vulnerable Children and Adults

Phase I Products for the 2007-09 Budget Development Process and Leadership Team Feedback

Products developed by the results teams were reviewed by members of the Governor's GMAP Leadership team including Fred Olsen, Deputy Chief of Staff, Victor Moore, Director, Office of Financial Management, Laurie Dolan, Director, Governor's Policy Office, and Larisa Benson, Director, Office of Management, Accountability and Performance. Their feedback is listed immediately below. This feedback is followed by the products the Result Team submitted for review:

- **Causal Factor Map**
 - Assignment to the team: Update the team's "causal map" or illustration of the key factors that affect the achievement of the result.
- **Recommended Strategies and Proposed Indicators**
 - Assignment to the team: In the past, teams have identified the high-level strategies the state should pursue to maximize results. Propose revisions to these strategies if needed. In looking at the causal map, research and evidence on proven strategies, and your assessment of performance progress to date, what are the most important strategies the state should pursue to maximize the results to citizens? Also, identify key indicators the team believes would provide the best evidence to the citizen about the success of these strategies.
- **Recommended Budget Focus Areas**
 - Assignment to the team: Submit a list of three to five recommended budget focus areas for this result area. In particular, we are looking for ideas with promise for improving results in this result area or reducing the cost of high-value, but high cost activities. OFM will issue targeted budget instructions to agencies in February 2006, asking for budget and legislative proposals that address some or all of these recommendations. These proposals will be available to teams for the prioritization work next fall.

Leadership Team Feedback

The new causal factor map is an improvement and better shows the connections between the various strategies. We were pleased to see the strategy "prepare and support youth and adults for employment" on the map and feel there could be more references to strategies, perhaps outside the traditional human services area, that help youth develop into healthy, self-sufficient adults. This map might also benefit from calling out sub-factors for some of the very broadly titled strategies (e.g. support services to families) to communicate the breadth of factors influencing the result. The Health Team causal factor map offers examples of this.

In general, we are pleased with this first slate of strategy indicators. Some additional observations and suggestions:

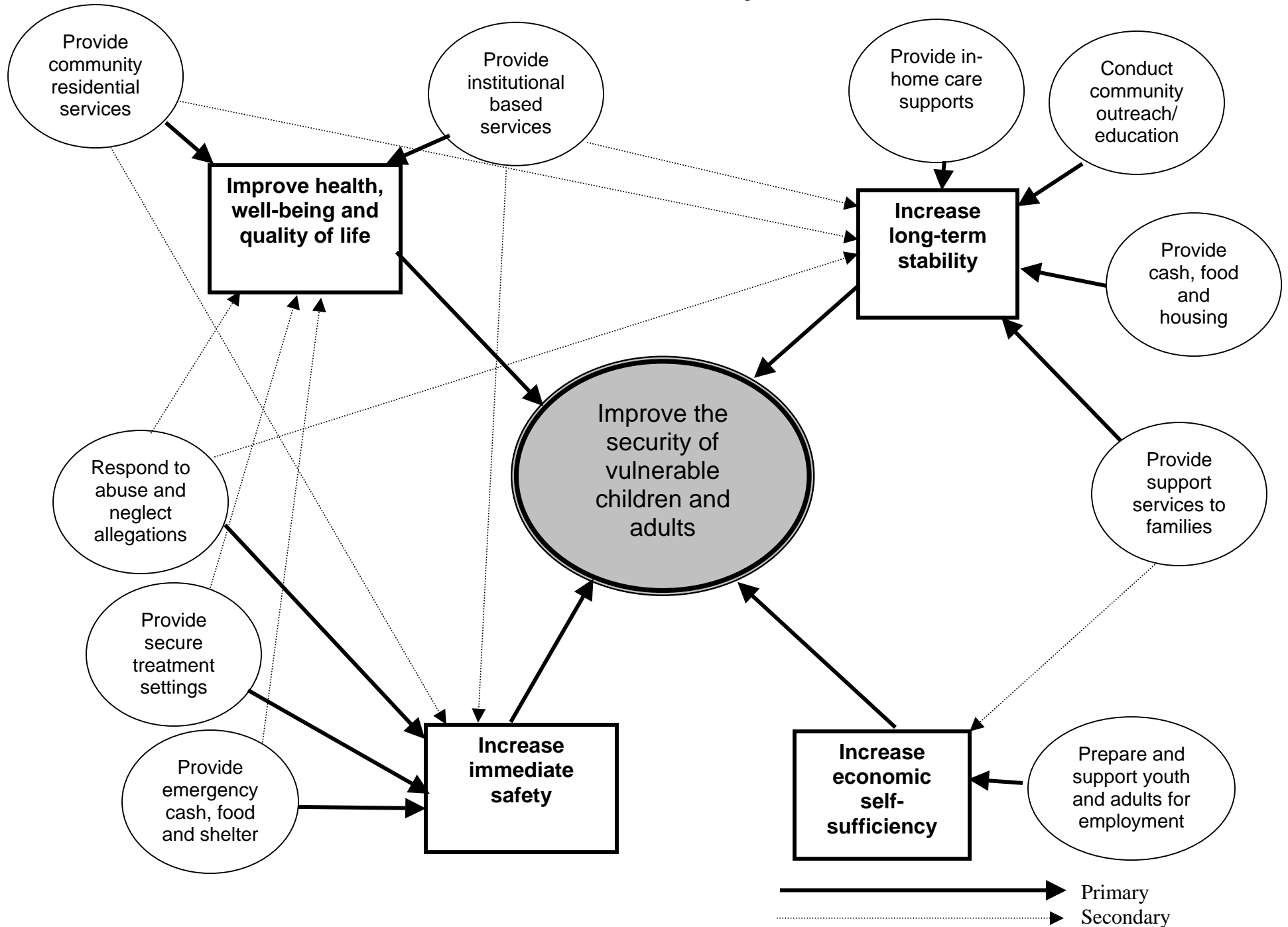
- We would like to see the team develop strategy indicators that would indicate whether vulnerable kids are developing into self-sufficient adults. For example, can we measure outcomes of adults that spent time in foster care?
- We are unsure whether the CPS indicator as written works best as a result area indicator or as a strategy level indicator. If this is meant to be a general indicator of the level of abuse in our society it might work better as a per capita measure. Should we also track abuse in the vulnerable adult population? Would it be helpful to disaggregate the data by abuse and neglect?
- What does the confirmed abuse/neglect exploitation rate tell us and how does it differ from the similar result area indicator?
- We note that the indicators under “increase long-term stability” could also serve as indicators for the Economic Vitality result area. The indicators from the Workfirst area underscore the value of investing in the effort to develop good measures.

Proposed Budget Focus Areas

- The proposed focus areas emphasize the need to acquire more data about the effectiveness of activities. This is consistent with the concerns expressed by previous teams as they conducted the prioritization task. We appreciate your efforts to resolve this lack-of-data problem.
- In the area of childcare/foster care research, we would also like to know whether staff training and staff tenure and turnover rates impact quality of care.
- While the CPS study planned for DSHS will not be completed in time for this fall’s POG work, we know it will ultimately provide important information for the POG process. We recommend that a subset of the focus areas you proposed be assigned this year to ensure capacity remains for this important effort. We believe the first three focus areas will provide the most value: research on factors affecting childcare/foster outcomes, effectiveness of DSHS activities, and the cost-benefit analysis of investing in a data warehouse.
- We concur that understanding the linkages between social service needs and school success is important to this result area as well as to the Student Achievement result area. Luckily, this is an area where much good research has been conducted. We ask the OFM Forecasting Division to work with the Result Team to provide a summary and assessment of the research in this area.

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Causal Factor Map



Improve the Security of Vulnerable Children and Adults Strategies and Proposed Indicators

Result	Indicators
Improve the security of vulnerable children and adults	<ul style="list-style-type: none"> • Percentage of individuals and families living above the poverty level • Percentage of disabled adults who are employed. • Number of high school diplomas and GEDs granted relative to the population of 19-year olds • Percentage of homelessness (not yet tracked) • Proportion of CPS referrals that are founded.

Key Strategies	Indicators
Improve health, well-being and quality of life	
Provide community residential services	<ul style="list-style-type: none"> ▪ Percentage and total numbers of individuals with mental health disabilities, developmental disabilities, and long-term care needs using home and community services versus institutional-based settings.
Provide institutional-based services	<i>No additional strategy measures identified at this time</i>
Increase long-term stability	
Provide support services to families	<ul style="list-style-type: none"> ▪ Percentage and total number of individuals and families who leave cash assistance programs due to improved financial circumstances. ▪ Percentage and total number of individuals and families who do not reapply for cash assistance within 12 months of leaving due to improved financial circumstances • Risk factors and increase protective factors in communities identified as especially “at-risk” on the Community Risk and Protective Factors Profile. • Percentage of individuals and families living in poverty. • Increase percentage of population that meets Self-Sufficiency Standard

Improve the Security of Vulnerable Children and Adults Strategies and Proposed Indicators

Key Strategies	Indicators
Provide in-home care supports	<ul style="list-style-type: none"> Percentage and total number of children experiencing multiple out-of-home care placements
Provide cash, food, housing assistance	<ul style="list-style-type: none"> The state's performance on food insecurity index Total number and percentage of homeless individuals and families
Conduct community outreach/education	<i>No additional strategy measures identified at this time</i>
Increase immediate safety	
Respond to abuse and neglect allegations	<ul style="list-style-type: none"> Reduce confirmed abuse/neglect/exploitation rate
Provide emergency cash, food, housing assistance	<i>See measures for "Provide cash, food and housing assistance" above</i>
Provide secure treatment settings	<i>No additional strategy measures identified at this time</i>
Increase economic self-sufficiency	
Help prepare disabled adults and refugees for employment opportunities	<ul style="list-style-type: none"> Percentage and total number of adults with disabilities who are employed

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Recommended Budget Focus Areas

Result	Description of Proposed Focus Area	Affected Agencies	Suggested Lead Agency
Vulnerable Children and Adults	<p><u>Childcare/foster care</u> – Research questions to provide needed information for prioritization decisions.</p> <ul style="list-style-type: none"> ▪ Do rates impact quality? ▪ Is quality primarily driven by other factors? If yes, what are those factors? 	DSHS, Dept. of Early Learning, OFM	DSHS
Vulnerable Children and Adults	<p><u>Effectiveness of DSHS activities-- Research questions to provide needed information for prioritization decisions.</u></p> <ul style="list-style-type: none"> ▪ What activities do we invest in currently where we don't have evidence of effectiveness? ▪ How do we increase our knowledge base in these areas? ▪ What is the most strategic approach to moving in this direction: should we invest in research in areas where we don't have evidence? Should we create a list of promising practices and have programs choose from that list? 	DSHS, OFM	DSHS
Vulnerable Children and Adults	<p>What is the cost benefit analysis of investing in a data warehouse that would allow different departments:</p> <ul style="list-style-type: none"> ▪ To see client level data to analyze the effectiveness of investments for groups of clients with similar characteristics? Or b) to allow case managers to see real time client specific information to aid in service provision decisions? 	DSHS, DVA, CTED, Dept. of Early Learning, OFM	OFM

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Result	Description of Proposed Focus Area	Affected Agencies	Suggested Lead Agency
Vulnerable Children and Adults	Should we be anticipating workforce shortages in social services programs, and if so, what strategies are most effective to ensure workforce availability in social services?	All agencies with activities supporting this result area	OFM
Vulnerable Children and Adults	<u>Linkages between social service needs and school success--</u> Research questions to provide needed information for prioritization decisions. <ul style="list-style-type: none"> ▪ What are the key linkages? ▪ What is the most effective way for our programs to interact with schools? ▪ What is the most effective investment we can make that will lead toward better school success? 	OSPI, Dept. of Early Learning, DSHS, OFM	OSPI
Vulnerable Children and Adults	How should we define self-sufficiency, for disabled adults and for families with children?	CTED, DSHS, OFM	OFM